Lesson 4

NSPS in Action

Lesson Objectives

After completing this lesson you will be able to:

- Describe the NSPS performance management system.
- Write and work with objectives.
- Understand the performance evaluation process, including appraising, rating, and rewarding.
- Engage in performance conversations.

The first of two journeys through the system

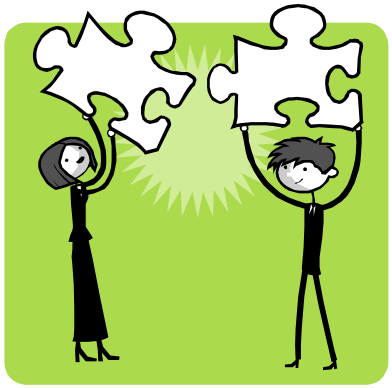
- Job objectives are the spine of the NSPS performance management system.
- Let’s trace the structure…

What Are Job Objectives?

Task description ⟷ Objective

- Focus on activity.
- The manager/supervisor is ultimately responsible for the outcome.

- Focus on the result.
- The employee is responsible for the outcome.



Requirements for Job Objectives

For managers

- At least 1
- Usually 3 to 5
- May be weighted
- Linked to mission
- At least one supervisory objective

For employees

- At least 1
- Usually 3 to 5
- May be weighted
- Linked to mission

What Are SMART Objectives?

S Specific

M Measurable

A Aligned

R Realistic/Relevant

T Timed

Sample Job Objective

Example 1

Help my supervisor develop a spreadsheet that allows easy comparison of individual travel expenses across our work team.

Example 2

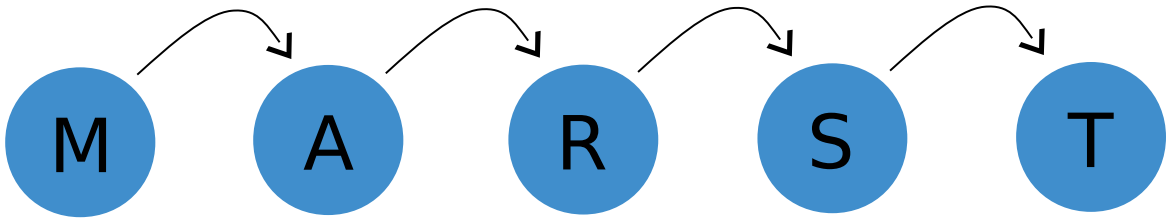
By next Thursday we will receive approval from the IT department to run application software XYZ on five of our PCs.

Example 3

The production quality of widget ABC improves so that random testing of a 10 percent sample results in a failure rate of less than 0.1 percent by the end of the next quarter.

Tips For Writing SMART Objectives

- Not a style or composition competition.
- Capture key elements in using and applying the SMART framework.
- Sequence.



- Consider:
  - Milestones
  - Self-management tool

Exercise - Part 1

Step 1: Write one job objective for your job or someone who works for you.

Step 2: Discuss selected participants' examples.

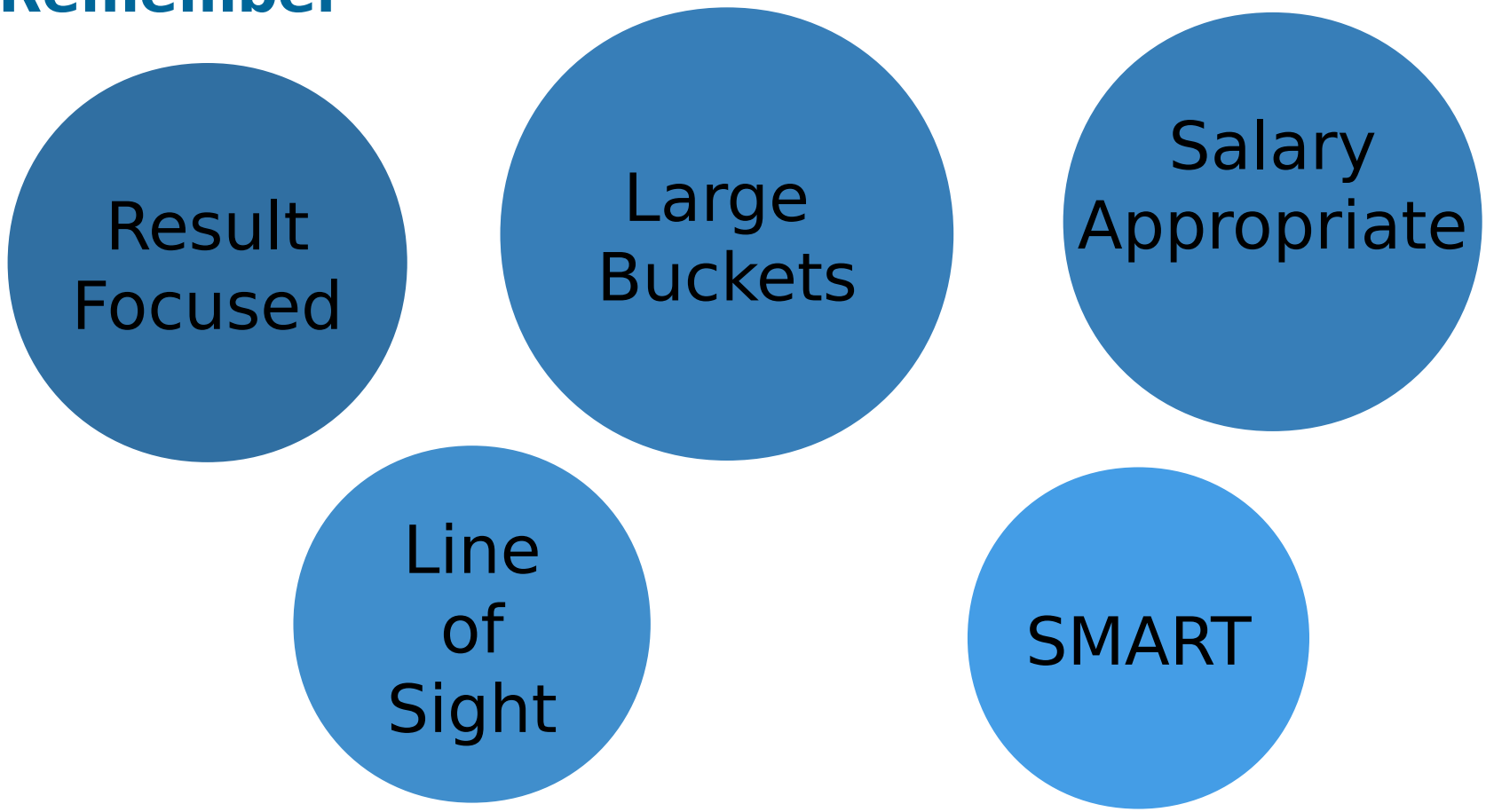
Exercise - Part 2

Step 3: Revise supervisory job objective below and align it to your organizational or mission goals.

Implementation of NSPS is at 80 percent by September 30, 2006.

Criteria for Good Job Objectives

Remember



Assessing Performance

Several criteria distinguish the levels of performance:

- Effort
- Complexity
- Achievement
- Quality of outcome
- Independence
- Level of skill and expertise
- Motivating and modeling behavior for others

Assessing Performance

Accomplishments towards each objective are measured by using…

…Performance Indicators.

What are Performance Indicators?

- Descriptions of levels or thresholds of employee performance.
- Applied in the rating of job objectives.
- Standardized across the DoD.
- Benchmarks defined at level 3 and level 5 performance.

Levels of Performance

Rating Job Objectives

5	Employee exceeded the assigned job objective at a level of performance equal to, or above, the Level 5 performance indicator.
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 indicator, but below the Level 5 performance indicator.
3	Employee met the assigned job objective at a level of performance equal to the Level 3 indicator.
2	Employee met the assigned job objective at a level of performance below the Level 3 Performance indicator or needed guidance and assistance beyond that described in the Level 3 indicator.
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss.
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances.

Example for Performance Indicator

Performance Indicators Professional and Analytical Pay Schedule (Non-Supervisors) Band 2	
Level 3	Level 5
• Effectively achieved the stated objective, anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed. • Results were technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures and guidelines. • Planned, organized prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary. • Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.	**Performs all the elements of Level 3 and:** • Contributed results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level. • Exhibited the highest standards of professionalism.

Different Performance Indicators for

- Pay Schedules
- Pay Bands
- Supervisors

What are Contributing Factors?

- Significant attributes of job performance.
- Further defined by:
  - Work behaviors
  - Benchmark descriptors
- Standardized throughout DoD.
- Selection guided by contribution to the accomplishment of the job objective.

List of Contributing Factors

- Technical Proficiency
- Critical Thinking
- Cooperation and Teamwork
- Communication
- Customer Focus
- Resource Management
- Leadership

Requirements for Contributing Factors

For manager

- Intentional choice
- Tied to objective rather than employee
- At least one for each objective
- Usually no more than three for each objective
- "Leadership" must be selected for the supervisory job objective

For employee

- Intentional choice
- Tied to objective rather than employee
- At least one for each objective
- Usually no more than three for each objective

Rating Contributing Factors

- Contributing factors are evaluated using benchmark descriptors appropriate for the employee's pay schedule and pay band.
- Benchmarks are described at the "Expected" performance and "Enhanced" performance levels for each contributing factor.
- Job objective ratings can be adjusted by one point in either direction, based on all contributing factors for each objective.

Contributing Factors Benchmark Example

Professional and Analytical Contributing Factors – Technical Proficiency Pay Band 2	
Expected	**Enhanced**
• Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. • Acquires, develops, and maintains relevant job skills through a variety of methods. • Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance. • Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.	**Additions at the Enhanced level:** • Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level. • Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.

Contributing Factors' Effect on Rating

In the execution or accomplishment of the assigned job objective the employee demonstrated a manner of performance…

… matching or exceeding the description provided in the Enhanced benchmark descriptor(s). → +1

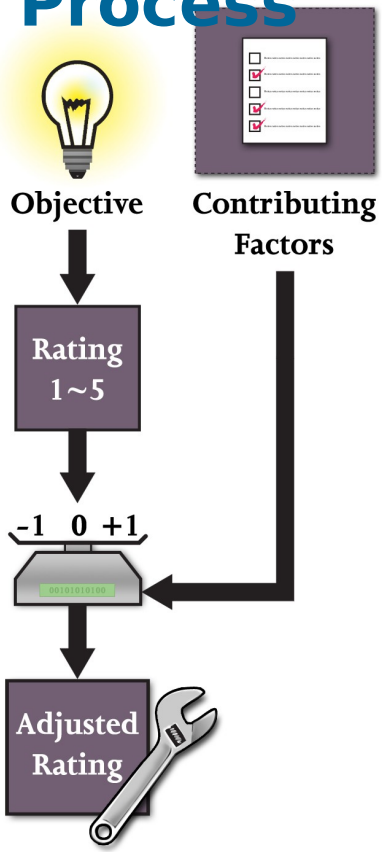
… matching or exceeding the description provided in the Expected benchmark descriptor(s), but below that described by the Enhanced benchmark descriptor(s). → 0

… below the description provided in the Expected benchmark descriptor(s). → -1

Contributing Factors - Special Situations

- A job objective rating of 1 cannot be adjusted.
- A job objective rating of 2 cannot be adjusted down.
- A job objective rating of 5 cannot be adjusted up.

Summary of Rating Process



Next Steps in Determining the Rating

- Average the adjusted ratings.
- Round the result as shown below:

Average Rating Range	Rating of Record	Rating of Record Descriptor
4.51 to 5.00	5	Role Model
3.51 to 4.50	4	Exceeds Expectations
2.51 to 3.50	3	Valued Performer
2.00 to 2.50	2	Fair
1 on any objective	1	Unacceptable

Rewarding

- Shares in the pay pool are awarded as shown in the table:

Rating Level	Share Range
5	5 or 6
4	3 or 4
3	1 or 2
2	0
1	0

- Share ranges allow further distinction between levels of contribution.
- Estimated share value is known as percentage of salary.

Performance Payout

- Performance payout may be paid as a:
  - Base salary increase.
  - Bonus.
  - Combination of the two.
- Considerations in deciding the distribution:
  - Position in pay band.
  - Motivational effect.
  - Salary and work in comparison with colleagues.
  - Competitive market comparisons.
  - Employees returning from overseas civilian service.

General Rules

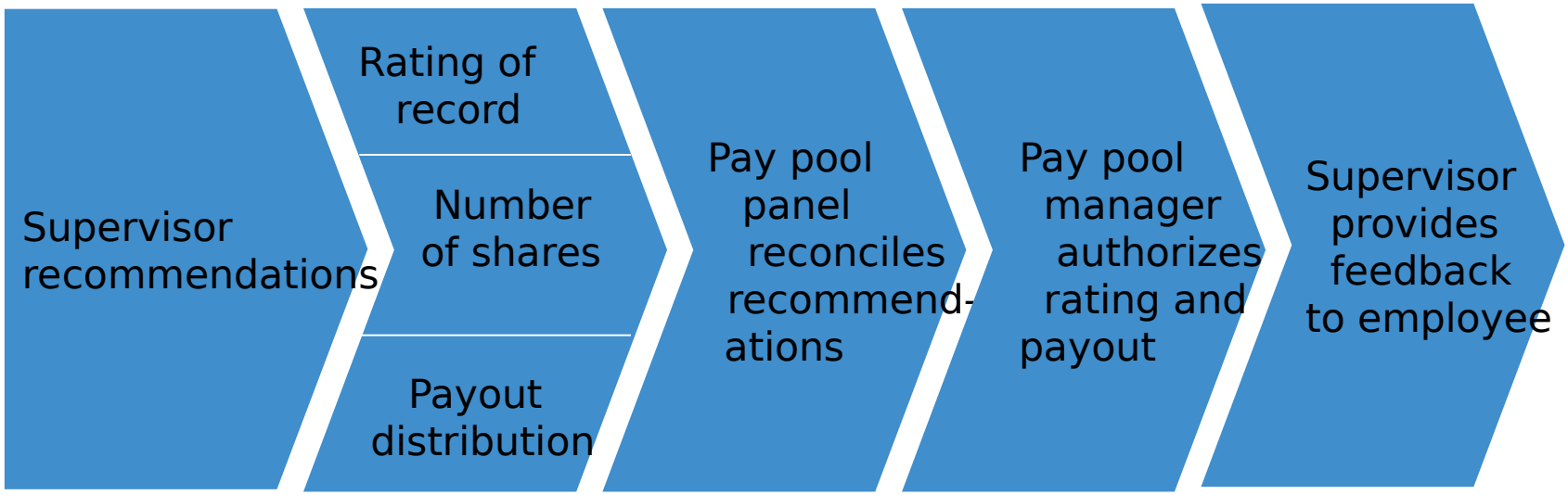
Requirements:

- There are a minimum of 90 days performance in an appraisal period.
- Rating period may be extended in limited circumstances.

Special Situations:

- A closeout assessment is issued if an employee moves positions or changes supervisors during the cycle.
- Use of similar objectives allows better use of the closeout assessment in the final rating.
- An early annual recommended rating occurs when a manager or employee leaves a position within 90 days before the end of the cycle.
- Special purpose rating.

Overall Process and Responsibilities



Reconsiderations

Employees can challenge:

Their rating

Employees cannot challenge:

Performance payout

Number of shares

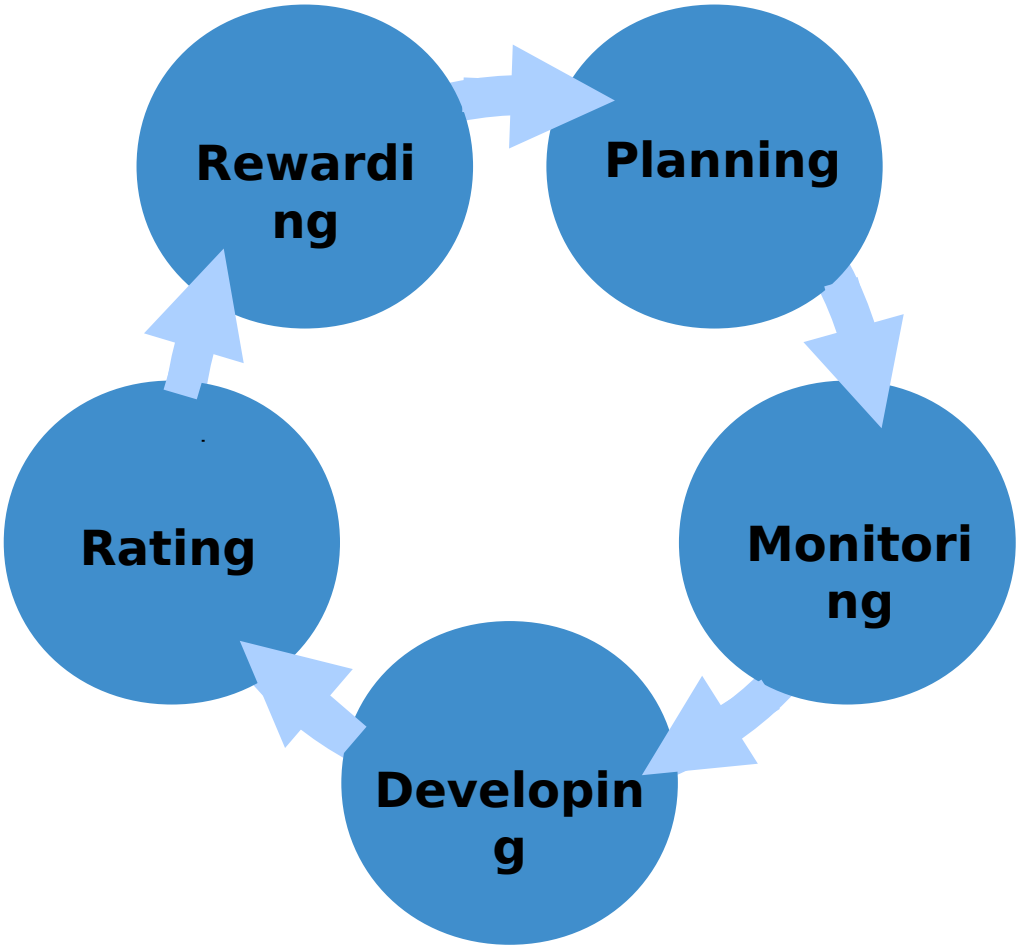
Value of shares

Distribution of payout

Are there questions on:

- Objectives?
- Contributing Factors?
- Rating?
- Rewarding?

The second journey through the system



Performance Conversations

Conversation 1

Performance Plan

- *Establish performance expectations*
- *Align employee objectives with organizational goals*

RECOMMENDED

End-of-Cycle Review

- *Review employee self-assessment*
- *Gather data for written appraisal*

Conversation 2

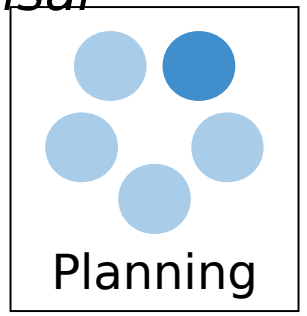
Interim Review

- *Check progress*
- *Provide feedback*
- *Make course corrections*

Conversation 3

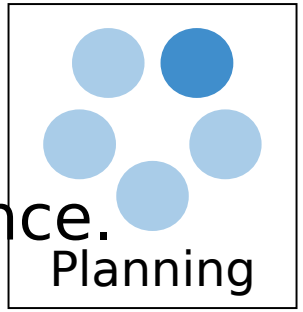
Annual Appraisal

- *Review written appraisal*
- *Communicate rating of record and performance payout*



Main Elements of Planning

- Establish expectations.
- Establish a written performance plan:
  - Identify and discuss objectives.
  - Select contributing factors.
- The performance plan requires higher-level approval.
- Identify developmental needs.
- Basis for ongoing dialogue about performance.



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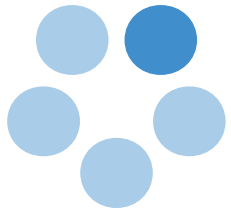


Monitoring

Main Elements

- Dialogue Feedback
- Adjusting Performance Plan
- Maintain Records
- Addressing Performance Deficiencies
- Performance Conversations

Adjusting Performance Plans

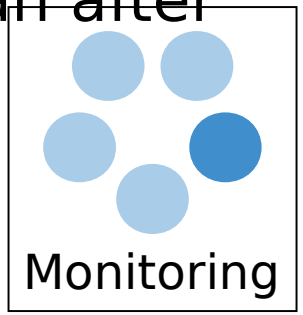
What happens when something changes?

VIDEO: Adjusting Performance Plans

Adjusting a Performance Plan

Guidelines for changing the performance plan

- Performance plans may be changed during the year.
- Objectives and contributing factors may be changed together or separately.
- The employee should have sufficient time before the end of cycle to work towards a new performance plan.
- Best practice: no changes in performance plan after mid-cycle review.
- No “bait and switch.”



Addressing Performance Deficiencies

Options

- Remedial training
- Mentoring
- Coaching
- Reassignment
- Performance Improvement Plan
- Letter of counseling
- Verbal or written warning
- Written reprimand
- Adverse action

Dialogue and Feedback

Options

- Ongoing throughout the year
- Acknowledge accomplishments
- Reinforce positive behaviors
- Anticipate and address difficulties
- Remedy shortfalls

more in later lessons …

Guidelines for Maintaining Records

Contributions

- Highlight overall performance by detailing most significant achievements for the year.
- Make the connection between what was done and why that should matter to the organization.
- Cite instances where actions reflected those listed in the Benchmark Descriptors for selected Contributing Factors.

Context

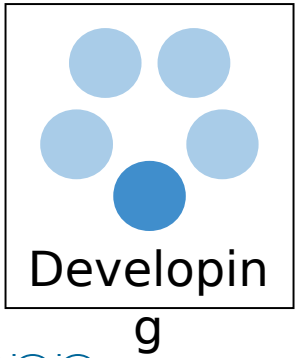
- Restate your understanding of objectives and Contributing Factors.

Challenges

- Note challenges that were encountered and how they were handled.
- Note areas for continuing development or for improvement.

Developing Options

- Meaningful performance-related discussion
- Mentoring and coaching
- Classroom training
- Participation in process-improvement teams
- Details and reassignments



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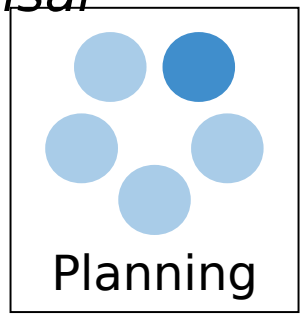

End-of-Cycle Review Elements

- Enable manager to decide on ratings.
- Review employee self-assessment.
- Understand accomplishments and contributions.
- Gather additional information regarding employee performance.
- Offer feedback for continuing success and development.

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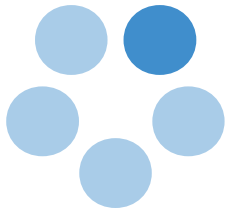
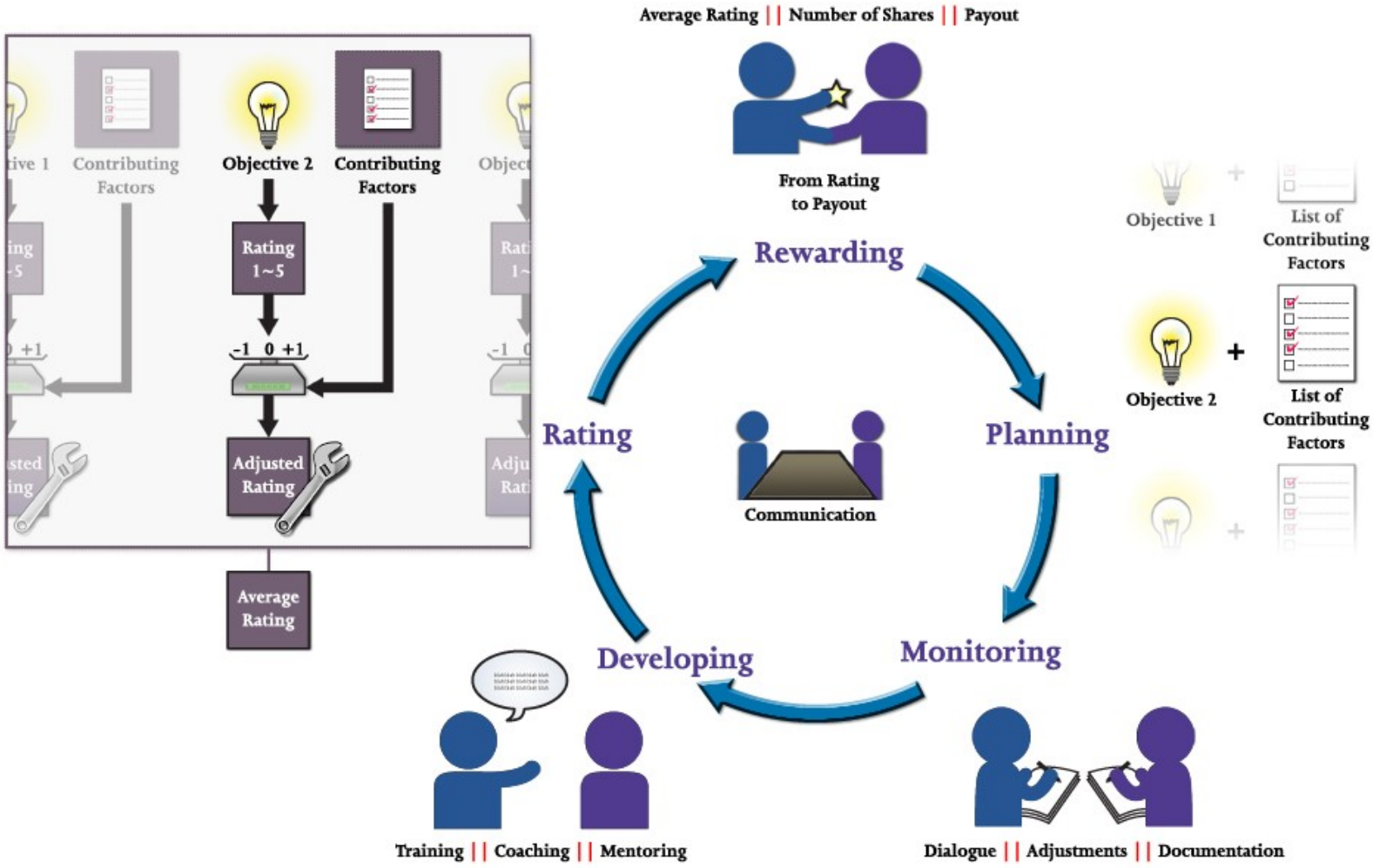


Review


Contributing Factors
Objective 2
Contributing Factors
Rating 1~5
-1 0 +1
Adjusted Rating
Average Rating
Average Rating || Number of Shares || Payout
From Rating to Payout
Rewarding
Planning
Monitoring
Developing
Rating
Communication
Objective 1
List of Contributing Factors
Objective 2
List of Contributing Factors
Training || Coaching || Mentoring
Dialogue || Adjustments || Documentation

Questions